

## ASSIGNMENT 2

Textbook Assignment: "The Management Process," chapter 4, pages 4-1 through 4-18 and "Safety and Training," chapter 5, pages 5-1 through 5-16.

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| <p>2-1. Leadership is best defined as the art of accomplishing the Navy's mission through which of the following means?</p> <ol style="list-style-type: none"><li>1. People</li><li>2. Force</li><li>3. Power</li><li>4. Weapons</li></ol> <p>2-2. Effective leaders usually possess which of the following qualities?</p> <ol style="list-style-type: none"><li>1. Intellect</li><li>2. Understanding</li><li>3. Moral character</li><li>4. All of the above</li></ol> <p>2-3. To be truly effective, a good leader must set a personal example and demonstrate moral responsibility.</p> <ol style="list-style-type: none"><li>1. True</li><li>2. False</li></ol> <p>2-4. The special authority and responsibility granted to you is an example of what type of power?</p> <ol style="list-style-type: none"><li>1. Personal power</li><li>2. Learned power</li><li>3. Situational power</li><li>4. Position power</li></ol> <p>2-5. As a means of achieving performance, today's leadership approach puts greater emphasis on which of the following areas?</p> <ol style="list-style-type: none"><li>1. Autocratic tactics</li><li>2. Human relations</li><li>3. Group motivation</li><li>4. Both 2 and 3 above</li></ol> | <p>2-6. What type of authority is backed up by the punitive articles in the UCMJ?</p> <ol style="list-style-type: none"><li>1. Earned authority</li><li>2. Legal authority</li><li>3. Moral authority</li><li>4. General authority</li></ol> <p>2-7. What type of authority grows out of the respect a leader commands?</p> <ol style="list-style-type: none"><li>1. Legal authority</li><li>2. General authority</li><li>3. Moral authority</li><li>4. Earned authority</li></ol> <p>2-8. In reference to authority, which of the following statements is true?</p> <ol style="list-style-type: none"><li>1. Delegating authority does not relieve a person of responsibility</li><li>2. Delegating authority relieves a person of responsibility</li><li>3. Personnel at each level should delegate as little authority as possible</li><li>4. A person in authority may not send another person to act on his or her behalf</li></ol> <p>2-9. In reference to delegating authority, which of the following statements is true?</p> <ol style="list-style-type: none"><li>1. Delegation is not giving away power</li><li>2. You do not retain responsibility when you delegate power</li><li>3. Delegating authority relieves a person of responsibility</li><li>4. Delegation is not a essential part of management</li></ol> |
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- 2-10. To delegate authority effectively, you must exercise which of the following traits?
1. Clearly delegate authority for task accomplishment to others
  2. Use the chain of command to get your people to share in task management
  3. Encourage your people to seek responsibility by ways other than direct orders to do a job
  4. All of the above
- 2-11. You can help your subordinates avoid serious or repeated mistakes without hindering delegation or development in which of the following ways?
1. You can counsel with them
  2. You can ask them leading questions
  3. You can carefully review objectives and policies
  4. All of the above
- 2-12. As a mid-level manager, the majority of orders you give will originate from what level of command?
1. A lower level
  2. A higher level
  3. The same level
  4. The CNO level
- 2-13. Which of the following statements pertaining to leadership is NOT true?
1. Leadership is intangible
  2. Leadership is hard to measure
  3. Leadership is inherited
  4. Leadership is difficult to describe
- 2-14. Strategic plans are designed to be used for which of the following purposes?
1. To provide long-range guidance
  2. To provide a base line for other plans
  3. Both 1 and 2 above
  4. To give managers the small picture
- 2-15. Policies, procedures, and regulations are usually found in which of the following types of plans?
1. Single-use plans
  2. Standing plans
  3. Strategic plans
  4. Short-range plans
- 2-16. Standing plans are effective for what period of time?
1. 10 months
  2. 15 months
  3. 18 months
  4. Until canceled or changed by higher authority
- 2-17. Intermediate-range plans usually span which of the following ranges?
1. 1 to 3 years
  2. 3 to 5 years
  3. 5 to 7 years
  4. 8 to 10 years
- 2-18. In the late 19th century and early 20th century, who is credited with developing methods to plan, track, and improve performance?
1. Franklin D. Roosevelt
  2. John Paul Jones
  3. Captain Stephen Decatur
  4. Henry L. Gantt
- 2-19. Lower-level managers normally spend what percentage of their time planning?
1. 10 to 15%
  2. 15 to 20%
  3. 20 to 30%
  4. 30 to 40%
- 2-20. Which of the following factors could impede a coordinated effort?
1. Synchronization
  2. Scheduling conflicts
  3. Resources
  4. All of the above

2-21. In the seven phases of problem solving discussed in the text, what phase is usually performed last?

1. Test/discuss possible solutions
2. Follow-up
3. Implement
4. Select the best possible solution

2-22. General types of work that must be performed to accomplish the mission is known by which of the following terms?

1. Operations
2. Tasks
3. Functions
4. Goals

2-23. Specific jobs that must be done to perform a function is known by which of the following terms?

1. Operations
2. Tasks
3. Goals
4. Objectives

2-24. Individual jobs required to complete an operation is known by which of the following terms?

1. Functions
2. Tasks
3. Goals
4. Objectives

2-25. To determine objectives for your unit, what must you do first?

1. Define your unit's overall mission
2. Perform a task analysis
3. Perform a readiness inspection
4. Develop an objectives worksheet

2-26. In reference to standards, which of the following statements is/are true?

1. Standards define the goals of your efforts
2. Qualificative standards are much more difficult to define and control than quantitative standards
3. Both 1 and 2 above
4. To establish control over a process, it is not necessary to know what standards will be used for reference points

2-27. What are the four key areas of control at most commands?

1. Security, financial, insurgency, and quality
2. Intuition, intuitivism, inundation, and invocation
3. Inventory, Security, involving, and measuring
4. Financial, inventory, quantity, and quality

2-28. In relation to time, controls operate in which of the following modes?

1. Feedforward
2. Concurrent
3. Feedback
4. All of the above

2-29. Control techniques or methods are generally described by which of the following terms?

1. Quantitative
2. Nonquantitative
3. Both 1 and 2 above
4. Feasibility

- 2-30. In reference to quantitative methods, which of the following statements is true?
1. The most widely recognized quantitative tool is the chart
  2. Budgets and audits are not common quantitative tools
  3. The visual impact of a chart often provides the slowest method of relating data
  4. Quantitative methods use date and various quantitative tools to monitor and control production input
- 2-31. In reference to quantitative methods, what is the best known control device?
1. The chart
  2. The PERT
  3. The audit
  4. The budget
- 2-32. The Department of the Navy uses which of the following budget systems?
1. Zero-based budgeting (ZBB)
  2. Planning, programming, and budgeting system (PPBS)
  3. Both 1 and 2 above
  4. SWAG system
- 2-33. Budgets and audits are addressed in detail in which of the following publications?
1. NAVEDTRA 10244
  2. NAVEDTRA 10792-E
  3. OPNAVINST 3120.32B
  4. OPNAVINST 4790.4B
- 2-34. Total Quality Leadership (TQL) was established by the Department of the Navy as a result of what Executive Order?
1. 42131
  2. 25679
  3. 12637
  4. 14935
- 2-35. What is the essential ingredient of TQL success?
1. Money
  2. UCMJ
  3. Discipline
  4. Leadership involvement
- 2-36. In reference to TQL, which of the following statements is true?
1. Quality is in the hands of the workers
  2. Management does not control the process that accomplishes the mission
  3. TQL does not require support from the top down
  4. TQL in the Navy starts at the commanding officer level
- 2-37. In reference to motivation, which of the following statements is true?
1. Recognition and prestige are not important motivators
  2. Motivation is the primary job of leaders
  3. Napoleon Bonaparte said "Don't give me medals if you want me to win the war"
  4. High morale and productivity do not go hand in hand
- 2-38. In reference to negative motivation, which of the following statements is/are true?
1. Negative motivation often destroys morale
  2. Effectiveness will decline as morale declines
  3. Long-term or frequent use of negative motivation is self-defeating
  4. All of the above
- 2-39. Team spirit exists in an atmosphere of positive motivation and high morale.
1. True
  2. False

2-40. What is the primary goal of the Navy's safety program and training program?

1. To eliminate all accidents
2. To reduce cost
3. To train Navy safety instructors
4. To enhance the operational readiness of the command

2-41. Who directs the NAVOSH Program?

1. BUPERS
2. NETPMSA
3. CNO
4. CNET

2-42. The NAVOSH Program applies to which of the following personnel?

1. Military personnel
2. Civilian personnel
3. Nonappropriated fund personnel
4. All of the above

2-43. COMNAVSAFECEN was designated the CNO Safety Coordinator in what year?

1. 1964
2. 1973
3. 1981
4. 1990

2-44. The CNO Safety Coordinator reports directly to the

1. Chief of Naval Operations
2. Vice Chief of Naval Operations
3. Secretary of the Navy
4. Secretary of Defense

2-45. A need for safety investigations, surveys, and field visits resulted in the start of the Project for Accident Prevention Education in what year?

1. 1974
2. 1977
3. 1986
4. 1990

2-46. The Navy Safety Center performs which of the following functions?

1. Maintains a library or research, technical development, and survival information
2. Maintains and evaluates mishap, occupational illness, and hazard reports
3. Publishes statistical data on mishaps
4. All of the above

2-47. Which of the following periodicals is published monthly for the professional benefit of all levels of naval aviation?

1. Fathom
2. Approach
3. Navy Lifeline
4. Ships Safety Bulletin

2-48. Which of the following periodicals provides a summary of research from selected reports of submarine hazards?

1. Flash
2. Driver
3. Approach
4. Navy Lifeline

2-49. How often is the Emergency Airborne Escape Summary published?

1. Annually
2. Monthly
3. Weekly
4. Daily

2-50. The Naval Safety Center receives and analyzes all mishap and injury reports submitted by aviation, ship, submarine, and shore units.

1. True
2. False

2-51. The Accident Prevention Education Project was established at the Naval Safety Center in what year?

1. 1990
2. 1986
3. 1978
4. 1974

- 2-52. What level must take the lead in organizing safety and occupational health, setting policy, and assigning accountability?
1. Top management
  2. Middle management
  3. Lower management
  4. The workers
- 2-53. To be effective, mishap investigators MUST NOT convict or punish managers, supervisors, or workers.
1. True
  2. False
- 2-54. By definition the safety officer, advisor, or manager interfaces with which of the following levels?
1. Top management
  2. Intermediate management
  3. Work center supervisors
  4. All of the above
- 2-55. Who has the final responsibility for all safety matters within the unit?
1. The executive officer
  2. The commanding officer
  3. The safety officer
  4. The Chief of Naval Operations
- 2-56. The safety officer formulates safety programs based on which of the following instructions?
1. OPNAVINST 4790.4B
  2. SECNAVINST 5216.5C
  3. OPNAVINST 3120.32B
  4. OPNAVINST 1000.16G
- 2-57. The standard unit organization for a safety program is based on what chapter of OPNAVINST 3120.32B?
1. One
  2. Two
  3. Three
  4. Four
- 2-58. The safety officer normally has department head status and seniority and is assigned directly under what person?
1. The commanding officer
  2. The executive officer
  3. The engineer officer
  4. The security officer
- 2-59. The safety council convenes approximately how often?
1. Monthly
  2. Weekly
  3. Daily
  4. Yearly
- 2-60. The enlisted safety committee makes recommendations about unit safety program to the
1. commanding officer
  2. executive officer
  3. safety council
  4. master chief petty officer of the command
- 2-61. Who is the senior member of the enlisted safety committee?
1. The chief master-at-arms
  2. The unit's safety officer
  3. The recorder
  4. The executive officer
- 2-62. The terms mishap, near-mishap, and injury are defined in which of the following instructions?
1. OPNAVINST 3750.16B
  2. OPNAVINST 5102.1C
  3. Both 1 and 2 above
  4. OPNAVINST 4790.4B
- 2-63. Commands should conduct at least how many safety stand-downs per year?
1. One
  2. Two
  3. Three
  4. Four

- 2-64. Whenever possible, who should serve as the DCTT team leader?
1. The division officer
  2. The department head
  3. The executive officer
  4. The commanding officer
- 2-65. Who is designated as chairman of the PBFT?
1. The master chief petty officer of the command
  2. The chief master-at-arms
  3. The engineer officer
  4. The executive officer
- 2-66. Personnel qualification standards provide what level of knowledge and skills required for qualifications in a particular watch station?
1. Minimum level
  2. Intermediate level
  3. Maximum level
  4. Work center level
- 2-67. Which of the following programs helps personnel achieve proficiency in basic math and english skills?
1. Program for Afloat College Education
  2. Navy Campus Functional Skills
  3. College Correspondence Courses
  4. Defense Activity for Nontraditional Education Support
- 2-68. A long-range training plan should include which of the following information?
1. Annual employment schedule
  2. Shipwide evaluations
  3. General military training
  4. All of the above
- 2-69. You can find the eligibility requirements for every rating in which of the following publications?
1. Advancement Handbook for Petty Officers
  2. List of Training Manuals and Nonresident Training Courses
  3. Advancement Handbook for Apprenticeships
  4. Catalog of Navy Training Courses
- 2-70. SNAP II was designed specifically for what purpose?
1. To collect information several times
  2. To require maximum supply support
  3. To require additional shipboard personnel
  4. To reduce the administrative workload
- 2-71. In reference to training, which of the following statements is true?
1. Safety and training are closely related
  2. Training program should not promote mishap prevention
  3. Training has nothing to do with combat readiness
  4. Training records must be kept for 10 years